Boards, Centers, Cells and Working Groups

USSOUTHCOM SJFHQ TRAINING

22 January 2004

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Agenda

- Introduction / Objectives
- Staff Relationships
- Select Boards, Centers & Cells
- Summary / Q’s & A’s

Learning Objectives

- **Terminal Learning Objective:** Describe the SJFHQ Battle Rhythm and participation of SoSA analysts in associated SJFHQ Boards, Centers Cells (B/C/Cs) and Working Groups at RCC.

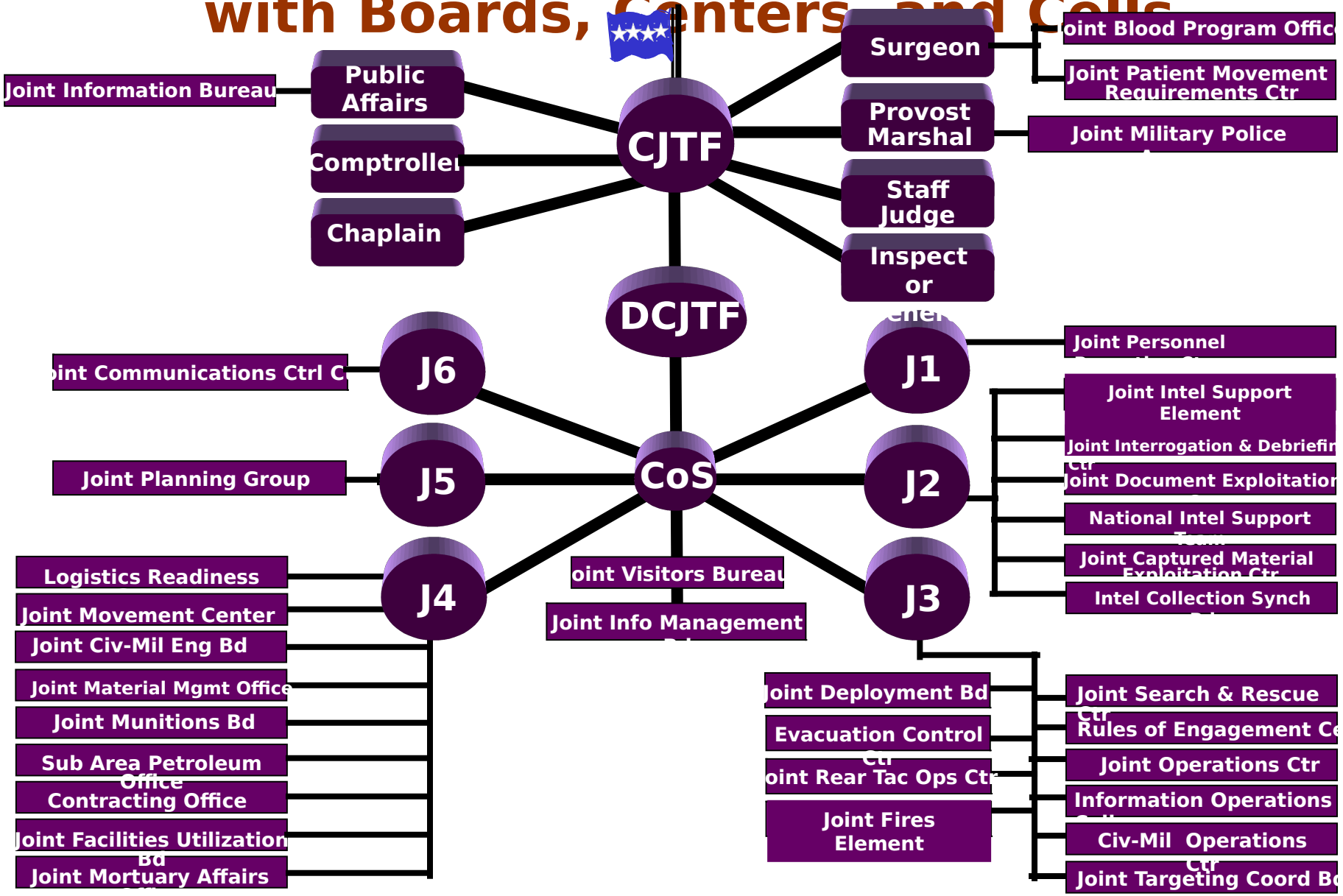
- **Enabling Learning Objectives:**
  - Understand typical JTF organization
  - Describe typical RCC staffs relationships and B/C/Cs
  - Describe SJFHQ Battle Rhythm
  - Identify purpose and products of SJFHQ B/C/Cs
  - Describe role of SoSA Analysts in SJFHQ B/C/Cs

Useful References

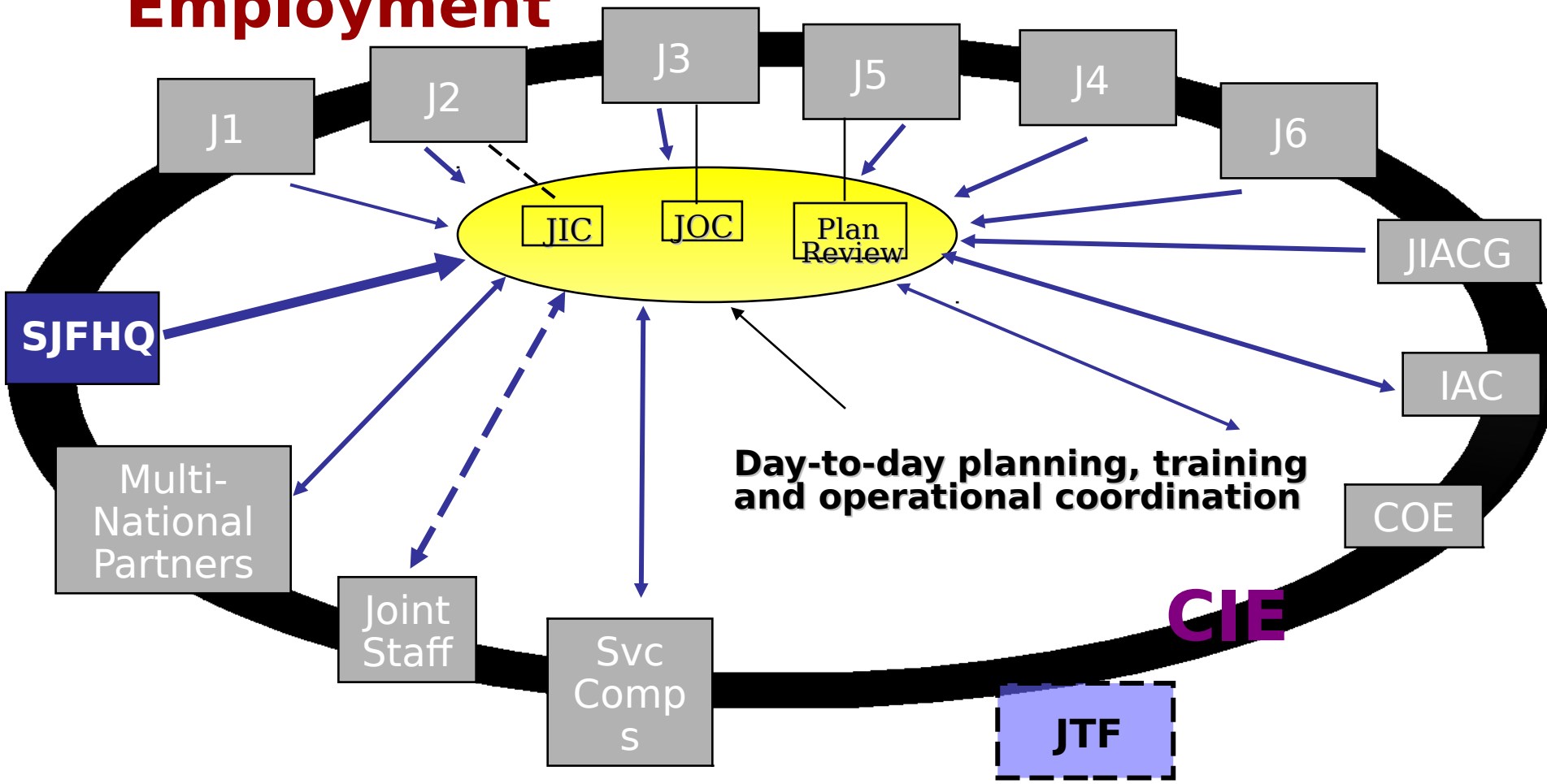
- Joint Pub 5-00.2 JTF Planning Guidance & Procedures (13 JAN 99)
- CJCSM 3500.05A (DRAFT) JTF HQ Master Training Guide (MAR 00)
- CJCSM 3500.02 Combatant Command HQ MTG (16 JAN 02)
- JOINT ELECTRONIC LIBRARY (JEL)
  - **http://www.dtic.mil/doctrine/je./index.html**
- SJFHQ(P) Concept of Employment (25 JUN 03)*
- SJFHQ(P) DRAFT Standard Operating Procedure (24 OCT 03)*

* Accessible through the SJFHQ(P) Website / SPPS

Typical Joint Task Force Staff Organization with Boards, Centers, and Cells



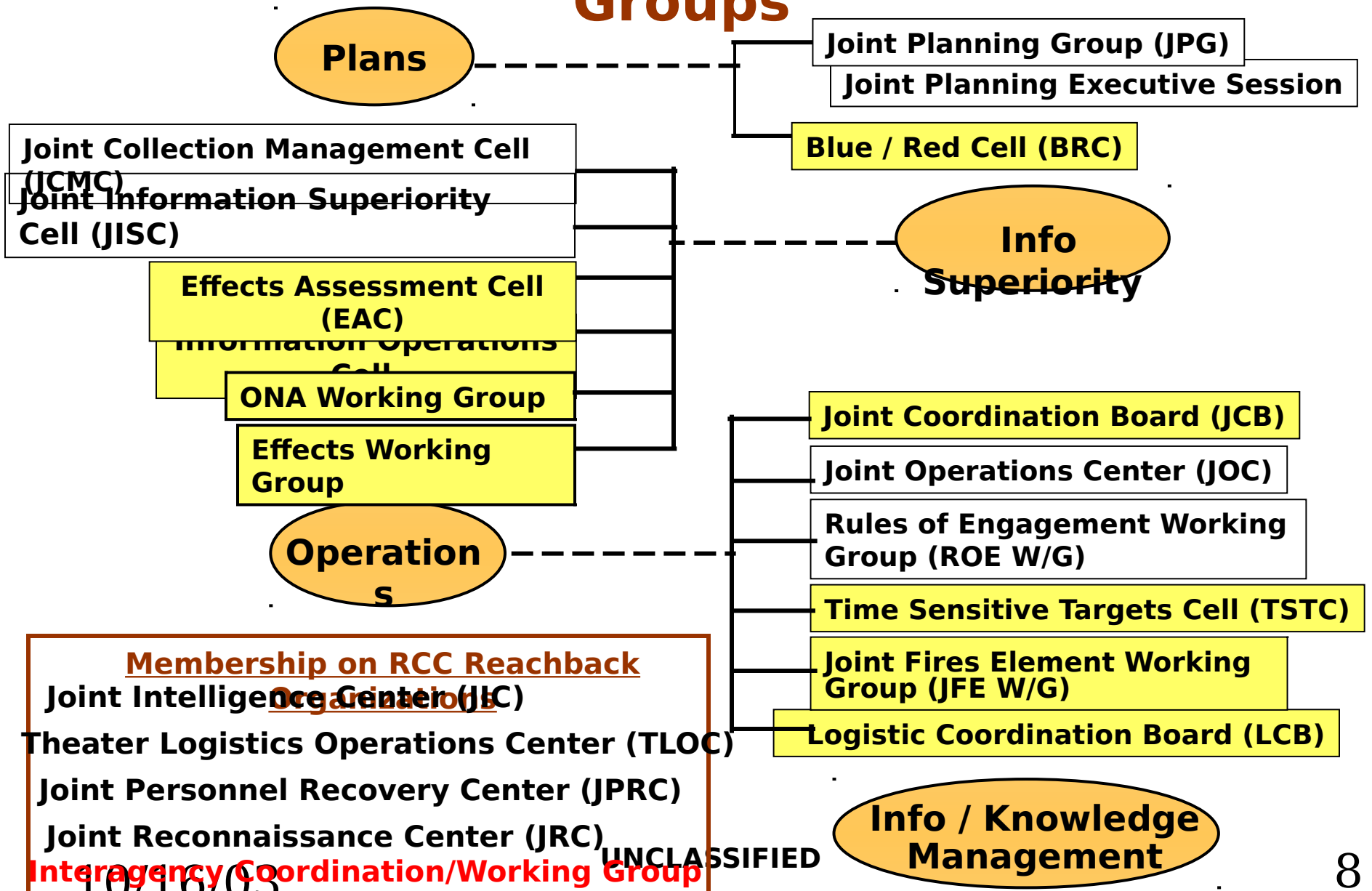
Staff Relationships: Pre-Crisis Employment



<u>Uses In-place</u>:
Tools and Architecture
Procedures
Partners

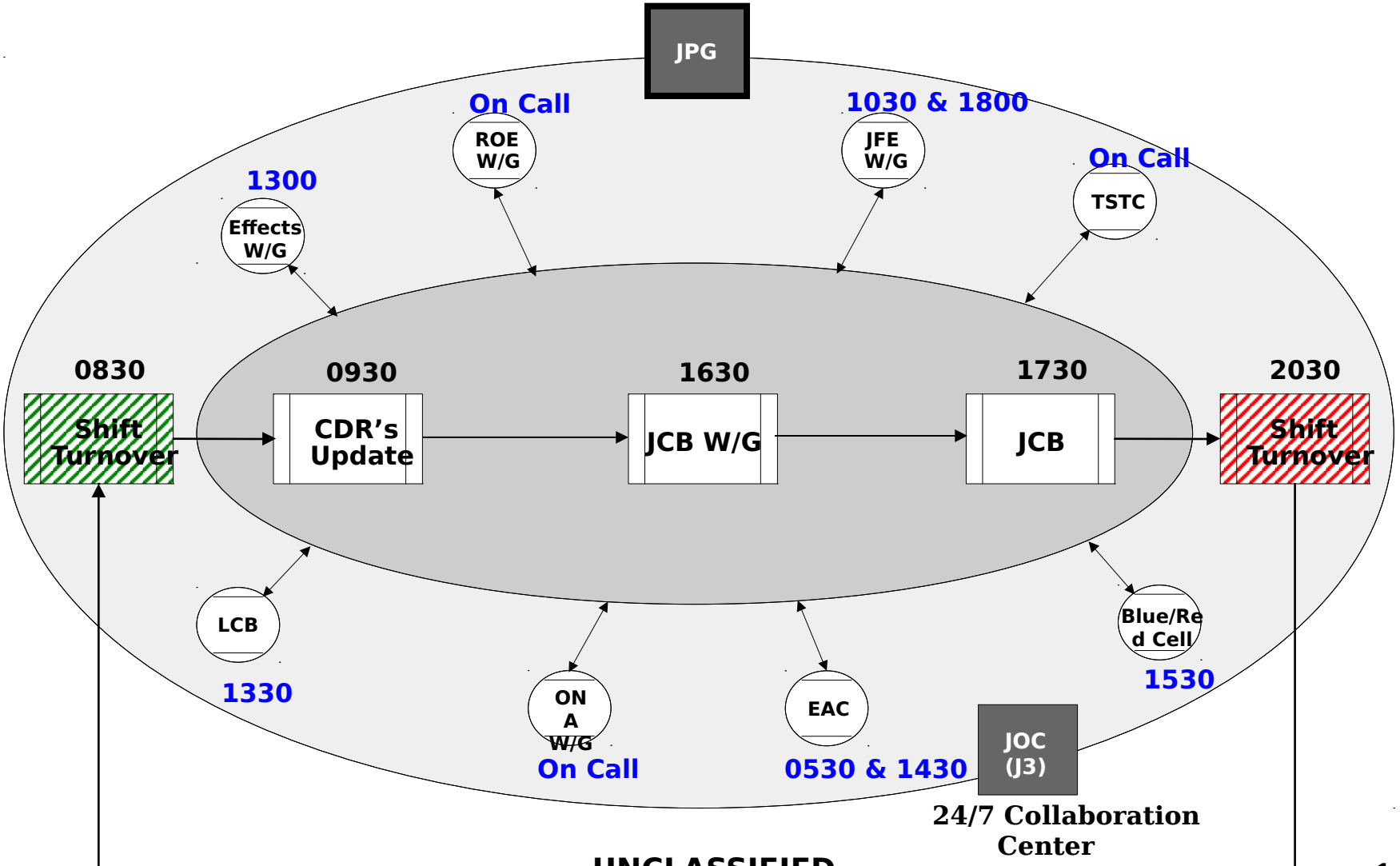
Builds on in-place situational understanding, an operational CIE and the readiness capability of a *Standing, Joint Team* with individual & collective crisis response training

RCC Boards, Centers, Cells and Working Groups


Plans
Joint Planning Group (JPG)
Joint Planning Executive Session
Blue / Red Cell (BRC)
Joint Collection Management Cell (JCMC)
Joint Information Superiority Cell (JISC)
Effects Assessment Cell (EAC)
Information Operations Cell
ONA Working Group
Effects Working Group
Info Superiority
Operations
Joint Coordination Board (JCB)
Joint Operations Center (JOC)
Rules of Engagement Working Group (ROE W/G)
Time Sensitive Targets Cell (TSTC)
Joint Fires Element Working Group (JFE W/G)
Logistic Coordination Board (LCB)
Info / Knowledge Management
Membership on RCC Reachback Organizations
Joint Intelligence Center (JIC)
Theater Logistics Operations Center (TLOC)
Joint Personnel Recovery Center (JPRC)
Joint Reconnaissance Center (JRC)
Interagency Coordination/Working Group

SJFHQ Battle Rhythm

At RCC Crisis Response 10/16/2003



Joint Planning Group (JPG)

Purpose: Conduct CAP, coordination of operations order development, and planning for future operations.
Coordinates with the J-5 for future planning.

Lead: RCC J-3 / Plans Chief

SJFHQ Core Membership

Plans Chief
Planners: Army, Marine, Air, Space/STO, Maritime, SOF
Ops: Land, Maritime, Aerospace, SOF Deployment Plans Off
Personnel Planner
Logistics Plans Off
Info Ops Planner
Pol/Mil Planner
Blue/Red Planner
Fires/Targeting Off
Intel planner
KMO Plans
Ops Law
Planner Effects Assessment Planner
Force Protection Planner

Supporting Membership (as req'd)

Centers of Excellence
POLAD
PAO
Medical Planner

Products: Mission Refinement, Planning Guidance, COA Development, ETO development and coordinate recommendations to JCB.

Joint Planning Group Executive Session

PURPOSE: **Executive session for RCC and small, select group of primaries to review the campaign execution to date, validate current future operations based on that assessment and develop the planning guidance and direction for future operations and plans.**

Lead: RCC J-3 / Plans Chief

SJFHQ Core Membership

Staff Principals (Chief Staff, Ops Chief, Plans Chief, IS Chief, IO Supervisor)
POLAD
JIACG lead
Log Plans Off
Blue/Red Cell Planner
Effects Assessment Planner
Future Plans Officer
Pol/Mil Planner
RCC J2, J3, J4, J5, J6 reps

Supporting Membership (as req'd)

Component Senior Reps
Force Protection Planner

STO Planner
Ops Law planner and or SJA
Deployment Planner
IO Supervisor
ISR Collection Mgr
Ops Joint Fires Chief
Selected USG Reps as required

PRODUCTS: Validation of planned future operations to include changes to PEL/TPFDD and mission refinement and planning guidance for future planning.

JPG Ex AGENDA

Review Campaign Execution Assessment
Review Undesired Effects
ID updates to Cdr's Guidance / IAC Input

Validate Planned Future Opns:
Review Future Ops Planning Status
Cdr's Intent
Mission
Objectives – Effects – Task Linkage (PEL)
C2 relationships – *Supported and Supporting/Main Effort*
ID issues for Cdr's/IAC consideration/action
Required CCIR/PIR changes & resulting ISR/IO actions
Resources Availability
TPFDD*L* Considerations

Refine Future Planning:
ID changes required in planning
Cdr's Intent & *guidance for* COA for development
Changes required to PEL & ISR/IO priorities
ID Undesired Effects/risk assessment
ID issues for Cdr's/IAC consideration/action
ROE changes required
TPFDD Considerations
Tasks & *assignment of Supporting/Supported relationships*
Time Lines
Group Lead Issues

Joint Coordination Board Working Group (JCB W/G)

Purpose: Coordinate activities of cells and working groups. Reviews staff / component products / presentations for integration. Resolves or documents conflicts for JCB presentation. (Normally JTF level W/G.)

Lead : RCC J-3 / Operations Chief

SJFHQ Core Membership	Supporting Membership
Ops Chief	As Required
Plans Chief	
KMO Ops	
Intel Supervisor	
Logistics Ops Off	
Effects Assessment Analyst	
Blue/Red Planner	
Pol/Mil Planner	
ISR Collection Manager	
IS Ops Officer	
IO Supervisor	

Products: Resolves conflicts. Ensures integration of cells & working group efforts. Reviews products for JCB. At RCC, JCB W/G normally is in support of EBP and function may be performed by the JPC.

Joint Coordination Board (JCB)

Purpose: Review execution assessment and provides guidance to, and priorities for JPG future operations planning & current ops execution. Commander's primary decision support agency. (Normally is JTF level board.)

Lead: Chief of Staff

Core Membership

Commander
Chief of Staff
RCC Directors
Component Commanders

SJFHQ Membership

Ops Chief
Info Superiority Chief
Planner
Info Ops Supervisor
Plnr
ISR Ops Officer
Fires/Targeting Officer
Logistics Ops
Deployment Planner
Analyst
Plans Chief
Intel
Blue/Red
Intel Sup
EA

Supporting Membership

KMO Chief
Force Protection Planner
Operational Law Planner
Land, Air, Maritime, SOF Ops Officers
Pol/Mil Planner
IO Planner
Comp. LNOs
JIACG
RCC J3/J5 reps
COE as required

Products: Recommends COA, approves ETO, subsequent Prioritized Effects List (PEL), Engagement/Targeting Guidance, Apportionment priorities, and Battlespace Coordination Measures. At RCC, JCB W/G normally is in support of EBP and function may be performed by the

JCB AGENDA

- **Operations Update** Ops Chief
  - Impact of Future Ops Assessment Analyst
- **Component Back-Briefs** Component Reps
  - Apport./Allocation Rec
- **PEL-JIPTL Review** Fires/Targeting
  - Prioritized Effects List
  - Effect – Node-JIPTL Review
- **Effects/Engagement/Targeting Guidance (24-96 hours**)
  - Effects Planning Guidance Plans Chief
  - Engagement/Targeting Guidance Fires/Targeting
  - Battlespace Coord Measures
- **Interagency Effects** Pol/Mil Planner
  - JIACG Actions/Guidance
  - Military Ops Supporting IAC Effects
- **Current ETO Update** Ops Chief
- **Future Plans** Plans Chief
- **RCC Comments**

Joint Fires Element Working Group (JFE W/G)

Purpose: Responsible for developing PEL, engagement and targeting guidance, selecting ONA-derived critical nodes/vulnerabilities and provides JIPTL oversight at the JTF.

Lead: Fires/Targeting Officer

SJFHQ Core Membership

Fires/Targeting Officer
Intel Planner
Pol/Mil Planner
Info Ops
ISR Collection Planner
Land, Air, Maritime, SOF Operations
IO Planners as required
Effects Assess Analyst

Component targeteers/weaponeers

SJFHQ Supporting Membership

Logistics Sustainment Planner
ONA Effects Analyst
ONA Network Analyst
JPG Planners as required
Force Protection Planner
Ops Law Planner

Combatant Command J2, J3 COE as required

Products: Recommends PEL, engagement and targeting guidance, enabling effects and critical nodes/vulnerabilities. Ensures targeting guidance is reflected in JIPTL at the JTF.

Joint Fires Element Working Group Agenda

1. JIPTL Review
   a. Review Current Effect-Node-JIPTL
   b. Review Current No-Strike Areas, Protected & Restricted Targets, and BCMs
2. Finalize PEL Guidance for JCB Approval (tonight)
   a. Desired Effects
   b. Engagement / Targeting Guidance
3. Proposed TST Guidance
4. Proposed BCMs

Time-Sensitive Target Cell

Purpose: Virtual network managed by JTF, linking functional/Service components, JTF and reach-back departments/agencies. TSTs pose (or will soon pose) a danger to friendly forces or are highly lucrative fleeting "targets of opportunity." Engagement planning/ execution may be delegated to a component. Does not control component tactical actions.

Lead: Ops Chief

SJFHQ Core Membership

- Ops Chief
- Fires/Targeting Off
- IS Supervisor
- ISR Ops
- Operations: Land, Air, Maritime, SOF
- Force Protection Planner
- Information Operations (EW)

Others

- Joint Fires Element
- Component Planners & LNO's

Supporting Membership

- KMO Ops
- Intel Planner
- Current Intel Integrator

Reps from National Agencies

- JIC
- JWAC
- JISE
- CM
- JOC Intel Watch
- Joint Staff

Products: Recommends engagement planning guidance and TST priorities list to JCB. Participates *by exception* in decisions to engage TST

Logistics Coordination Board (LCB)

Purpose: Coordinates all sustainment, transportation, and deployment-related requirements for the JTF. Supports future ops planning.

Lead: Logistics Operations Officer

SJFHQ Core Membership

- Logistics Ops Officer
- Logistics Coordinator
- Deployment Plans Officer
- Transportation Plans Officer
- Sustainment Plans Officer
- Strategic Mobility Plans Officer
- Personnel Planner
- Component logisticians
- Medical Plans

Reps from

- DLA
- JLMC
- Civil Affairs

Supporting Membership

- Force Protection Planner
- Engineering Ops/Plans
- NBC Ops/Plans
- Ops Law
- Pol/Mil Planner
- Other Supporting Agencies
- Combat Cmd Contracting Office
- DIRMOBFOR
- Admin/Support Coordinators
- Joint Movement Center Rep

Products: Matches logistics support with requirements and capabilities. IDs, tasks and coordinates logistic actions in the Log portion of ETO. Provides advice and recommendations to the

Rules of Engagement Working Group (ROE W/G)

Purpose: Virtual network of SMEs responsible for ROE recommendations for input to ETO for current and future ops.

Lead: Operations Chief

SJFHQ Core Membership

Ops Chief
Plans Chief (as req'd)
Info Superiority Chief
Ops Law Planner
IO Officer
Fires/Targeting Off
Pol/Mil
Planner
Intel Planner
Operations: Land, Maritime, Air, SOF

Component planners
JIACG
Command SIA

Supporting Membership

Logistics Ops Officer
SOSA Pol / Mil
ONA Assess / Analyst

Reps from

Combatant Cmd J2, J3, J5
DOD, State, CIA, IOTC, JTF-CNO, JS DDIO
JWAC
Force Protection

Products: ROE Planning considerations; ROE modification requests; Supplemental Measures. ROE inputs to ETO.

Collection Management Working Group (CM W/G)

Purpose: Virtual network of SMEs who identify, prioritize and coordinate collection requirements to support ONA, Effects Assessment and Effects-based Planning. This group's work is subsumed by the JCMC when a JTF is formed

Lead: ISR Collection Manager

SJFHQ Core Membership

- IS Chief
- IS Ops Officer
- Intelligence Supervisor
- ISR Collection Manager
- ISR Collection Planner
- ISR Ops Officer
- Effects Assessment Planner
- ONA Supervisor
- SoSA Lead Analyst

Supporting Membership

- Blue/Red Planner

Reps from

- METOC
- Theater/National Collection Managers
- RCC/J2 Collection Manager
- Component Collection Managers
- National Agencies

Products: Collection management requests to satisfy SJFHQ processes.

Effects Assessment Cell (EAC)

Purpose: Fuses effects assessment data to provide EA summary, predictive EA analysis, and recommendations on desired effect modification and associated operational considerations.

Lead : Effects Assessment Analyst

SJFHQ Core Membership

- Info Superiority Chief
- Assessment Analyst
- Assessment Planner
- ONA Effects Analyst
- Blue/Red Planner
- Intel Planner
- Info Ops Officer
- Fires / Targeting Offcier

JISE CM

Supporting Membership

SJFHQ

Sustainment Plans Officer
Pol/Mil Planner

Reps from

Departments/Agencies
Component planners
Pol/Mil (Plans)
Combatant Command
J2, J3

Products: An assessment of operational status relative to achieving mission-focused desired effects. EA summary provided to JCB W/G

Effects Working Group (EWG)

Purpose: Develops and recommends effects in support of Commander's objectives. Develops Measures of Effectiveness (MOE).

Lead: Effects Assessment Planner

SJFHQ Core Membership

Effects Assessment Planner
Intel Planner
ISR Collection Planner
IO Supervisor
ONA Effects Analyst
Pol/Mil Planner

SJFHQ Supporting Membership

Blue/Red Planner
Effects Assess Analyst
SoSA Analysts

Reps from

Departments/Agencies
RCC J3/J5

Products: Recommended effects for inclusion in ETO. Measures of Effectiveness (MOE)

Blue/Red Cell (BRC)

Purpose: Provides insight into adversary's political and military objectives and potential COA. Supporting cell of the JPG

Lead: Blue/Red Planner

SJFHQ Core Membership

- Blue/Red Planners
- IO Officer
- Pol/Mil Planner

- J2 Rep

SJFHQ Supporting Membership

- Intel Planner
- Force Protection Planner
- SoSA Analysts

Reps from

- National Agency reps (as req'd)
- Combatant Cmd Reps (J1 - J6)
- JIC
- IWAC

Products: Potential adversary response to JTF planned effects/ actions.

Critical review of ETO from adversaries' perspective

ONA Working Group

Purpose: Builds baseline ONA by linking nodes to effects; ID's DIME options, secondary and unintended consequences; applies resources to E-N-A links; updates ONA. Supports the RCC JPG.

Lead – ONA Supervisor

SJFHQ Core Membership

- ONA Supervisor
- Pol/Mil Planner
- Effects Assessment Planner
- SoSA Analysts (as req'd)
- ONA Effects Planner
- ONA Network Analyst
- Plans, Ops, Log (reps as req'd)
- Blue/Red Planner
- Intel Analyst
- IO Officer
- ISR Collection Planner
- KMOIS
- Effects Assessment Analyst

Supporting Membership

- RCC J2/J3/J5
- JIACG
- Component Rep
- Department/Agencies

Products: Updated ONA; revised E-N-A-R linkages; ID's updated secondary and unintended effects.

Joint / Inter-Agency Committee (JIAC)

Purpose: Facilitates coordination/harmonization of inter-agency community (IAC) efforts during planning and operations. Works planning issues with IAC and transition planning. Provides advice and information to Commander/ staff.

Lead – Pol Mil Planner

Core Membership

SJFHQ Pol Mil Planner

RCC JIACG Rep

Wash DC IAC:
NSC/DOS/OSD

Supporting Membership

Additional IAC as required
- **State (Middle East Bureau)/AID**
- **Treasury**
- **Commerce**
- **Justice**
- **DIA**
- **JCS**

Plans/Ops staff as required

Products: Periodic information updates and issue/requirement identification and guidance for action or resolution

Joint Knowledge Management Center (JKMC)

Purpose: Is the focal point for coordinating Knowledge Management (KM) issues, including the development, refinement, and implementation of KM policies, procedures, guidelines, and network/technical issues. Under JTF ops the JKMC is continuously open for collaboration between KM personnel at all levels. The JKMC addresses cross-functional issues involving KM, including commander's critical information requirements, information exchange, and systems administration.

Lead : KM Chief (or as designated)

SJFHQ Core Membership

All KM Team members

SJFHQ Supporting Membership

All others (as required or insterested)

Reps from

RCC COP Manager/Operators
RCC J6 Reps
JCCC Reps
JSCE Reps
External org reps (as required)
Other service component &

Products: Knowledge Management Plan (KMP), with Collab Rules and Practices; CIE operation & content

* * * S A M P L E P E R S O N N E L D I S T R I B U T I O N * * *

SoSA PARTICIPATION

SJFHQ LOE Boards, Centers, Cells														
Position	Name	ONA WG	EAC	JCMC	TSTC	IOC	JCB	EWG	JPC	ROE	JFEWG	IAC	LCB	BRC
	Time Day(s)	TBD	13:00 19,25	14:00 20	13:00 25,27	13:00 20,24	TBD	15:00 18,20, 25	13:00 26	10:30 20	11:00 18,19, 25	14:00 18,25	10:00 20,24 ,26	TBD
	Primary Meeting Location	TBD	EAC	JCMC	TBD	IOC	TBD	TBD	C105	ROE	TBD	TBD	TBD	TBD
	Alternate Meeting Location													
ONANETWORK	KEN GRANT													
ONAEFFECTS	RICK WILSON													
SOSAPOL1	PAUL BONNEY													
SOSAMIL1	CECIL JOHNSON													
SOSAECON1	RAFAEL FERMOSELLE													
SOSASOCIAL	MILLIE GRAUER													
SOSAINFRA1	MIKE TERILLI													
SOSAINFO1	HOUSTON TUCKER													
	Core Member Locations are the IWS Rooms													
	Representative Member													
	Supporting Member													
	Required Monitor													
	As Invited / Monitor													

Summary

- SJFHQ conducts planning and operations through a series of tailored virtual collaboration networks, B/C/Cs and Working Groups
- Collaboration contributes to the development of Effects Tasking Orders
- SoSA Analysts participate in select B/C/Cs and Working Groups, as

Joint Knowledge Management Center (JKMC)

Purpose: Is the focal point for coordinating Knowledge Management (KM) issues, including the development, refinement, and implementation of KM policies, procedures, guidelines, and network/technical issues. Under JTF ops the JKMC is continuously open for collaboration between KM personnel at all levels. The JKMC addresses cross-functional issues involving KM, including commander's critical information requirements, information exchange, and systems administration.

Lead : KM Chief (or as designated)

SJFHQ Core Membership

All KM Team members

SJFHQ Supporting Membership

All others (as required or insterested)

Reps from

RCC COP Manager/Operators
RCC J6 Reps
JCCC Reps
JSCE Reps
External org reps (as required)
Other service component &

Products: Knowledge Management Plan (KMP), with Collab Rules and Practices; CIE operation & content